

PAID Subj  
11-76

5 November 1976

MEMORANDUM FOR:

Chief, Production Assessment and  
Improvement Division

FROM:

Chief, Crisis Intelligence and Product  
Improvement Branch

VIA:

Deputy Chief, Production Assessment  
and Improvement Division

SUBJECT:

Crisis Intelligence and Product  
Improvement Branch Six-Month Work  
Program

1. Improved Crisis Intelligence Support to National  
Decisionmaking Authorities

Develop detailed functional, organizational and  
technical planning for implementation of permanent  
DCI crisis intelligence support facility.

Personnel:

Level of Effort: Primary, highest priority task

Due Date: Open

2. National Warning and Communications

This is an ongoing project encompassing a  
number of tasks in support of warning and crisis-  
related systems, procedures and operations.  
Specifically, project officers will help in the  
development and testing of new systems and  
procedures to improve crisis intelligence support,  
revise, monitor and ensure compliance with existing  
procedural directives which support warning process  
and encourage wider USG understanding/dissemination  
of warning and crisis-related procedures, systems  
and concepts.

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Personnel: [REDACTED]

Level of Effort: Part-Time

Due Date: Ongoing

### 3. Operations Center Conference

Periodic (semiannual, if possible) conferences of the heads of Community and non-Community operations/watch centers to encourage closer cooperation among operational and intelligence elements and to discuss and resolve matters and problems of mutual concern. Among the main topics for the next conference will be preparation and review of "National Nervous System Directory."

Personnel: [REDACTED]

Level of Effort: 4-6 weeks, Part-Time

Due Date: March 1977

### 4. Analytical Methodologies

This effort will be aimed at exploring, developing and testing of new, improved analytical methods for I&W analysis, e.g., foreign behavior pattern recognition; integrated intelligence analysis to detect cumulative changes over periods of time; display and presentation of analysis and forecasts; more precise system for expressing uncertainty and probability in reporting.

Personnel: [REDACTED]

Level of Effort: Continuing developmental effort

Due Date: Studies and proposals as appropriate

### 5. National Intelligence Situation Report

This project is in response to the NSC request that the DCI take measures to produce a single national intelligence situation report for senior consumers during crises. Project entails revising the operating procedures governing the task force which will produce these sitreps, securing of NFIB concurrence on these procedures and developing memos of understanding among the DCI and State, DOD, and JCS

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Personnel: [REDACTED]

Level of Effort: Part-Time as dictated by the requirement to draft or staff specific papers for concurrence or approval.

Due Date: 30 January 1977

6. Crisis Management

New concept: Conduct a "pre-mortem," using the Egyptian-Libyan confrontation as an operational context, for the purpose of examining the methods and channels of I&W and crisis avoidance intelligence production and management within the Community. Specifically, the study will focus on the Egyptian-Libyan conflict to determine

(1) How the routine Community posture (collection, analysis, and production) covers and addresses a potential problem area;

(2) How and why divergent lines of communication may create confusion during a crisis;

(3) How the Community informational flow system works during a crisis;

(4) Whether the Community is geared up, structurally and substantively, to handle a crisis if and when it comes;

(5) Where priority exists, how it is increased, and who has the clout to do so; and

(6) Recommendations to improve both the Community's "crisis avoidance" approach and the Community's operations during an actual crisis.

Personnel: [REDACTED]

Level of Effort: Primary focus of [REDACTED] during next two months (November-December 1976)

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Due Date: Mid-December

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Conduct post-mortems and prepare brief special reviews of IC reporting and operational performance during crisis and other situations and recommend corrective actions.

Personnel: Several Crisis Branch personnel with special IC personnel support as needed.

Level of Effort: As Required

Due Date: As Required

8. Special Review of Field Reporting (Lebanon)

A review examining the timing and handling of field reporting concerning the disappearance and deaths of US Ambassador to Lebanon Meloy and Embassy Officer Waring was completed in August. The report has been forwarded informally for comments to CIA and State. When all comments have been received and evaluated, the need for further actions related to this issue can be determined.

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Personnel: [REDACTED]

Level of Effort: None at present; awaiting comments from State for evaluation and further action.

Due Date: November-December 1976

9. CONTEXT

a. Voice conferencing. The dedicated secure voice net is now operational at all four locations (CIA, NSA, State, Pentagon). We are currently conducting procedural tests and drafting procedures for voice conferencing. Our next step will be to test the system on a real problem (e.g., OCI analysts coordinating a NID item).

b. Data conferencing. All the equipment has been installed at each of the four CONTEXT room locations (see above) and will be ready for procedural testing and training this month on an unclassified basis. TEMPEST modifications to each item of equipment (mini computers, keyboards, CRTs, auxillary memory units, large screens, and cables) particularly at State and Pentagon (public building) locations should be completed by February 1977.

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CONTEXT (continued)

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Personnel: [REDACTED] of OPP)

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Level of Effort: Part-Time

Due Date: a. above - December 1976

b. above - February 1977

10. DISCON (Display Conferencing)

DISCON will be the next modular addition to CONTEXT which will allow transmission of dynamic overlays to pre-stored maps, charts, etc. in a conferencing mode. We are currently negotiating a small contract (approximately \$4400) with the [REDACTED] for initial feasibility study and testing.

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Personnel: [REDACTED] of OPP)

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Level of Effort: Part-Time

Due Date: Indefinite

11. National Nervous System Directory

Under the auspices of the NSC we are assisting the Federal Preparedness Agency to create the NNS Directory. We have agreed on formats to allow automatic updating of the system and an ability to list the data in a variety of ways. We are also including annexes on procedures for special situations (e.g., warning to merchant ships). We are responsible for the intelligence and military organizational listings.

Personnel: [REDACTED] of OPP)

Level of Effort: Part-Time

Due Date: 1st edition January 1977; continuing thereafter

12. CHRONOGRAPH

Experiments in means of improving the pattern recognition capability of analysts by means of dynamic graphic presentation of events as they occur over time are in the early stages of development. This work is related to ORD's contract with [REDACTED], Inc. and eventually to be a modular addition to the CONTEXT system.

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Personnel: [REDACTED]

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CHRONOGRAPH (continued)

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Level of Effort: Part-Time

Time Span: Continuing as time is available. -(A current bottleneck is a lack of a vaulted working area.)

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*The Team has been estimated to be  
consuming the bulk of our time and  
attention.*

*To all of the above, guess we must  
add a contribution to the next WSC  
report.*

*W*

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